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THE BUSINESS OF BEING A SALEŞMAN

By J. C. Aspley

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#### Acknowledgement

On behalf of those who may find in these pages some small measure of help and inspiration the author wishes to thank the following men for their suggestions and cooperation in preparing the original text for this little book, and for their help in revising and broadening the book to its present scope: Mr. Frederic W. Cuff, Mr. John G. Jones, vice-president of the Alexander Hamilton Institute: Mr. Wm. Sample, vice-president. Ralston Purina Mills: Mr. John S. Stevenson, vice-president, Equitable Life Insurance Company; Mr. W. T. Woodward, sales director, H. W. Gossard Company; Mr. John Rudin, president, John Rudin & Co.; Professor Paul S. Keiser, of Temple University, Philadelphia: Mr. F. F. Raniville of F. Raniville Company, and the author's associates on the Dartnell editorial staff.

J. C. ASPLEY.

Glencoe, Ill., November 1, 1926.

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#### Comment on First Edition

It is doubtful if there has been any book published with the possible exception of Elbert Hubbard's "Message to Garcia" and Peter B. Kyne's "The Go-Getter"—which has been more favorably received by the business world as has this little preachment on the business of being a salesman.

It was originally written, in the fall of 1926, for use as the feature article in the 1927 Salesman's Data Book. Within a month after the article was released no less than five hundred letters came in from Dartnell subscribers commenting upon it. Many of these letters suggested thoughts which could be added. A few criticized. But so many urged that after the article had served its purpose in the Salesman's Data Book it be perpetuated in booklet form, and we have acceded to the request.

Typical of the many letters which were received after the publication of this article in its original form are the following:

I want every one of my salesmen and sales managers and the officers of our Company to read this book

and re-read it, and have it where they can refer to it at any time. I find this article very stimulating. It gives a new meaning to the salesman's work and service. It is sound, practical and convincing. It is on the whole the best, most complete and logical analysis that I have ever read on the subject.—
JOHN RUDIN. President. John Rudin & Company, Inc.

\* \* \*

I really think this feature is the most convincing common sense discussion of the business of selling that I have ever read.—FRED S. WILLSEE, Director of Sales, The P. H. Davis Tailoring Company.

\* \* \*

You have expressed the matter admirably and in such a way that your work will appeal to the old salesman as well as to the beginner.—C. M. FALCONER, Vice President, The Falconer Company.

\* \* \*

This is a very fine feature, very well written, and one that, if properly read and studied, should furnish much inspiration to the average salesman.—R. L. JAMES, General Sales Manager, Libby, McNeill & Libby.

The article is very well written and right to the point, and ought to be of great benefit to every salesman, be he of the new or old school.—N. A. GLADDING, Vice President and Director of Sales, E. C. Atkins & Company.

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## I—Self-Management



IGHTEEN years ago two boys went to work for one of the big Chicago wholesale houses.

They were country boys—"green" in the ways of the city but equally determined to succeed.

Today one of these boys, now grown to full manhood, still travels the same territory that was assigned to him after a brief apprenticeship in the stock room.

The other boy is president of the company.

Yet both of these boys had the same opportunity. Both were of the same age. Both sold the same products to the same kind of trade. Both had about the same education. But one has stood still. The other has climbed steadily up the ladder of achievement.

What is the answer? Management.

The boy who is still a salesman has many of the attributes which are commonly associated with success in selling. He is well liked by his customers. They know him by his first name, and love him. He knows them by their first name and revels in their friendship. He does not have to "sell" them, they give him their orders. He is what you might call "a born salesman."

The man who is now president was not so well favored by nature. As a boy he was backward and shy. He was not what you would call a good mixer. It was a long time before his customers felt they knew him well enough to call him by his first name. And the orders he took he had to sell, because he was that sort of salesman.

But the man who is now president had one vital spark in his make-up that the other lacked. He had the ability to manage himself. Realizing his handicaps and his lack of personal magnetism, he knew that his only chance to succeed was to know his business. When other salesmen were "killing the evening" you would find this chap up

in his room studying a book on how coffee was grown in Brazil, or working out a merchandising plan to lay before one of his customers the next morning.

It was inevitable that a man who set a goal of knowing more about his business than other salesmen, and who managed himself and his time in order that such a goal might be attained, would rise. The time has passed when the glib-tongued traveling man, with a stock of ready wit and funny stories, can make good in a big way. Such salesmanship has had its day. We have entered an era of competition that has created an entirely new, and an entirely different, set-up.

# II—The New Competition



HE new competitive situation calls for a new order of salesmanship. It calls for creative sales-

men; men who can go out and create business where business never before existed. It calls for men who can use their heads as well as their feet; men who see an opportunity, seize it and turn it to profit. And it calls for men who know how to manage themselves; who regard selling as a business rather than a "game." For that is what selling under present conditions truly is—a business. And it is one of the greatest businesses in the world because it holds

the greatest opportunity for service and for profit to any intelligent man who is willing to pay the price.

Compare the career of the lawyer or the engineer or the doctor with that of a salesman. The doctor must spend many years at school and in training to prepare for his life's work. He may even spend several years abroad studying in the hospitals and clinics of Europe. He has to be well along in years before he can begin to taste the fruit of real success. But a salesman can run the gamut of training, apprenticeship and cub salesmanship and reach a large measure of success in a few brief years.

Then compare the work of a salesman with that of an industrial worker. If

the man is employed in a machine shop he probably stands before one machine day in and day out, making the same thing over and over again. He has little opportunity to contact with other minds; to make new friends and to broaden his knowledge of people and things. His whole effort is concentrated on doing one thing, and doing it as fast as possible.

But while the industrialist is standing before his lathe or bench the salesman is whetting his mind on the best minds in business. His work is punctuated with rest periods while he goes from place to place. Every call presents a new situation. His interest has little chance to lag; his job is anything but monotonous. And his work takes him out in the open—out where there is plenty of good pure air and sunshine. He is not cooped up in a factory or an office.

But as important as these advantages seem they are the least important of the advantages of being a salesman. They are small indeed when placed alongside that far larger advantage—the opportunity a salesman has for helping to make this world a better place in which to live.

# III—The Maker of Jobs



HE big factories that now dot these United States are made possible by salesmen. The money

that goes into the pay envelopes of the hundreds of thousands of workmen in these factories is put there by salesmen.

The fact that these pay envelopes are the fattest pay envelopes in the world is a tribute to sales organization and creative salesmanship, just as much as it is to factory efficiency and American inventive genius. To a gathering of advertising men in Washington last November President Coolidge said: "The preeminence of America in industry has come very largely through mass production. Mass production is only possible where there is mass demand. Mass demand has been created almost entirely through the development of advertising."

"In former days," continued the president, "goods were expected to sell themselves. Oftentimes they were carried about from door to door. Otherwise they were displayed on the shelves and the counters of merchants. The public were supposed to know of these sources of supply and to depend on themselves for their knowledge.

"Modern business could neither have been created nor can it be maintained by any such system. It is not enough that goods are made. A demand for them must also be made. It is on this foundation of enlarging production through the demands created by advertising that very much of the success of the American industrial system rests." This new kind of marketing, to which the president refers, includes not only advertising but that kind of salesmanship which advertising has produced. Selling is advertising. Advertising is selling. For either or for both, salesmen are needed.

So the salesman is, after all, a creator of jobs. What greater service can any

man render to society? Go down the list of social services and you will find few more worth-while, because without a job nothing is possible. Given a job everything is possible.

But the service of a creative salesman does not stop there. His opportunity for service reaches out to every channel of life. Without salesmanship human activity must be restricted—the peace and pleasure of working must be curtailed. Standards of living, elevated and stabilized by modern salesmanship, would soon degenerate to levels found in some countries. Conveniences which have become such an important part of our life, such as the automobile, household utilities, radio and the sani-

tary equipment of our homes, would be unknown. Yet there are those who think of a salesman's work as "nonessential"; who refer to him as a social parasite!

Then there is the business service which a creative salesman renders; the contribution he makes to the prosperity and the material well-being of our nation. Who is there to say that we would now be enjoying our present prosperity were it not for the work of those salesmen who have gone about the country preaching better merchandising, pointing out ways and means of building larger profits, suggesting processes and plans for eliminating waste, and bringing to every office a vision of

greater service? Ask any business man and he will tell you that he can trace many of his most profitable ideas to the suggestions made by salesmen. If all salesmen do is to disseminate suggestions for bigger service, their contribution to national prosperity would far exceed their hire.

What other business, unless it be that of the scientist or the teacher, offers such an opportunity to serve our fellowmen?

Selling is not a game. It is a business of which any man can be proud. By creating jobs salesmen, therefore, lay the foundation upon which all other social service depends.

# IV—Civic Leadership



T A MEETING of business paper publishers in New York a dean of the Harvard School of

Business Administration made the statement that the faculty of Harvard University was of the firm conviction that the great civic leaders of tomorrow would be recruited from the ranks of business.

In the past, the men who moulded opinion in their communities; who have taken the lead in matters of political import; who have done the thinking that influenced the actions of the masses have been men from the professions, largely. They have been lawyers. They have been doctors. They have been ministers. But in the opinion of no less an authority than Harvard University the professional group is rapidly subordinating itself to business. The most able lawyers are corporation lawyers.

So in Cambridge, and in hundreds of schools throughout the country, you find an increasing importance given to the work of the school of business administration—to the teaching of marketing, of production, of finance and control. These schools are not merely interested in the development of these courses so that their students may go

into business and make money. They wish their students to be successful, of course. They realize that financial recognition is necessary to success. But these schools see in their work a greater opportunity to serve humanity and to do a part in making this world a better world. They see an opportunity to plant in the minds of these young men who are going out into business a keener appreciation of their responsibility to society, and a bigger vision of their opportunity to serve their countries and their communities, as well as serve themselves and their families.

What the dean of the School of Business Administration at Harvard did not say, although I am sure that he would not deny it, is that this new national leader, as pictured here, will be something more than a business man, he will be a business man with a sales background.

So I say, no calling—not even the law holds an equal opportunity so far as civic leadership is concerned, as does the work that you are now engaged upon. Those men who are to mould the destinies of this great country of ours during the next fifty years are going to be salesmen and business men. Never before in the history of the world has any group of men held the opportunity to serve their communities and to serve their countries as is offered to the successful salesmen of today.

## V—Opportunity



O MUCH for the opportunity a salesman has to help others. Now let us look at this business of

being a salesman from the standpoint of the opportunity it affords a salesman to help himself. You hear men say that "someday" they expect to have a business all their own. It is a human desire. We all want to profit to the uttermost from our own initiative; we like the feeling of independence we think goes with owning a business.

One of the reasons why the business of being a salesman is so attractive is because every salesman is as much in business for himself as any merchant, manufacturer or jobber. He profits just as directly from the effort he puts forth. He has just as much—more—chance to grow and develop his earning power; he has the same opportunity to build up good-will and step upward to larger responsibilities.

But while those in the business of selling enjoy all the advantages and the opportunities of those in the business of retailing or manufacturing—they have many advantages which other business men do not enjoy; advantages which give the salesman much the better of the break.

Where the ratio of men who make good to those who fail in the merchandising business is about one to ten, it is about one to four in the business of selling. This is because in selling the financial load is taken over by trained specialists.

In the selling business you don't have to worry where you will get the money for the pay-roll on Saturday. This is not true of the small business man.

Ordinarily when a man sets himself up in business he is called upon to make a substantial financial investment. Usually he has to risk all his own savings, and borrow in addition. If he fails, this borrowed money must be repaid someway, somehow, and there are many men working in salaried positions today

where a part of every pay check goes to satisfy creditors. But in the business of selling the capital is provided for you.

When you go to work as a salesman a certain section of the country or a certain list of accounts is turned over to you in trust. That strip of territory, or that list of accounts, represents a definite proportion of the invested capital of your employer. He has put into it thousands of dollars represented by good will. He stands ready to put many more thousands of dollars into it. You don't have to pay a penny for the use of this capital. You get it for nothing. All that is expected of you is to take it and care for it and turn it back untarnished and unblemished.

In nearly every other business, except the business of being a salesman, there is danger in doing too much business. In fact, statistics show that more business concerns fail from attempting to do too much business for their capital, than from lack of orders. Business history teems with instances of ambitious men who have over-reached themselves.

But in the business of selling there is no limit to the business you can get. The problems and worries of financing your orders are borne by partners trained and skilled in finance. All of your time is free to devote to the one thing you can do better than anything else—SELL. Are you devoting all the time you could and should devote to selling? Are you

working as hard as you would work if you had a store or a business of your own?

The small, independent business man usually gets down to work by six-thirty in the morning. He takes lunch in the store. He comes back after dinner and works until late into the night to get ready for tomorrow's business. He is willing to work holidays and Sundays if need be, and to deprive himself of luxuries to make his business succeed.

How many salesmen work that way? What success would they have if they did?

#### VI—Location

LL too often in weighing the advantages and disadvantages of the partnership relations we have

with the house we underestimate the worth of the "capital" which has been provided for us. Being human, and therefore biased in self-favor, we overstress what we are doing and what we have contributed. We think we ought to have a larger "split" of the profits of the partnership; that the house is getting the best of the bargain. For the moment we lose sight of the investment the house has made in our territory and

for which we are paying nothing. We lose sight of the investment in time and money that the house has made in building quality and service into the line so that it will be easier for us to sell.

All these things seem very far away; but they are very real just the same. How real and how tangible they are is very often not discovered until it is too late, as evidenced by the many salesmen we all know who have been outstanding successes with one house, but who have fallen down miserably when they have changed positions.

There used to be a clothier in Chicago by the name of Tom Murray. He had the back of his head photographed, and advertised himself as: "Meet me Faceto-face Tom." Through good advertising and good merchandise he built up a profitable business at the corner of Clark and Jackson Streets. His landlord raised his rent. Murray refused to pay the increased rent. His success was not a matter of location, so Tom thought, but of Tom Murray. So he moved. But his trade did not follow him as he expected. True, it was the same Tom Murray, the same merchandise, the same advertising, but the location was different. Tom learned too late that business success is a threelegged stool, and one of the legs is that of continuing in the same stand.

There are salesmen who think as Tom Murray thought. They are successful with a certain company. They know their trade and their trade knows them. They are just within sight of a nice profit when suddenly, for some reason or other, they decide to "change locations." In nine cases out of ten they lose by doing so.

Check over any list of business men who have risen to the top via the sales department and what do you find? They stick. They found a good location and they stayed there, adding each year to their reputation, slowly but steadily strengthening their position with the house until a day came when Opportunity knocked, found them in their accustomed stand, and placed them in positions of trust and influence.

# VII—Knowledge

N EVERY walk of business today success depends on knowing one business well. In the

business of selling "knowing your business" is your whole stock in trade, for strange as it may seem, a grocery salesman does not sell groceries any more than an insurance salesman sells insurance. They sell ideas about groceries and ideas about insurance. And to be able to successfully sell these ideas they should know more about the business than the men they are selling know.

The foregoing is obvious. It seems out of place in a book for experienced salesmen. Yet, like all obvious things, it is all too frequently overlooked in the mad scramble for riches and ease. You have heard salesmen say: "A good salesman can sell anything." Get that idea out of your head.

A good salesman might be able to sell one thing equally as well as another, if he knows it equally well. But a salesman, who flits around from job to job, one day selling tooth paste, the next day selling belting and the next day selling securities, doesn't last long. A successful tooth paste salesman must first of all know all there is to know about tooth paste, just as much as a successful

belting salesman must know all there is to know about belting.

As competitive conditions become more acute, and the fight for business more keen, the man who knows the most about what he is selling and about the problems of the man he is selling to, is bound to come out on top. So be slow to change your business. Keep your eyes away from those far-off pastures that look so green. It is only distance you see. Remember that no one ever traveled far squirming about from place to place. All permanent successes have been built by the tedious process of taking one step at a time.

#### VIII—Show Windows

Y YOUR show windows you shall be known."
This axiom of good merchandising has been

given a prominent place in one of the well-known books on managing a retail business. It is deserving of equal prominence in a book on managing a salesman's business.

In dressing the show windows of our business—the selling business—the most effective thing we can use, fortunately costs the least. It is as free as the air we breathe. It is courtesy.

There is nothing which will help you more and which costs you less than plain, everyday courtesy. But, possibly because it is so cheap, it is so little appreciated and so sparingly used. Courtesy is the greatest force on earth for making people like you, for winning favorable consideration and for actually securing business.

So I repeat. Use plenty of courtesy in dressing the windows which advertise you to the public.

Next in order comes personal appearances. There have been salesmen who have succeeded in spite of personal neglect. History relates that Napoleon was very jealous of his self-bestowed privilege of careless attire. He used to

say that only Bonaparte could afford to be indifferent to his appearances and would banish from court any marshal or courtier who was not dressed with painstaking care. But you and I are not Napoleon Bonaparte.

Clothes may not always make the man, but personal neglect breaks the salesman. The storekeeper with a dirty, repelling show window is no worse than the salesman who goes out to call on his customers with dirty linen and uncreased trousers. Both are indices of carelessness. Both are an insult to the people whose business you are seeking. Both are a libel on what is inside.

In the eyes of your customers you are the house. If you appear before them untidy and unkempt, registering carelessness and indifference, you may naturally expect your customers to assume that the house you represent is just as careless, just as indifferent and just as untidy. Can we afford to let our customers get that impression?

And then that other show window—your selling equipment. Perhaps it is a sample case. Perhaps it is a canvass book. Or perhaps it is merely a portfolio of photographs. Whatever it may be, let us be sure that it is attractively arranged and clean.

There is a saying: "Show me your sample case and I will tell you what you are." It is very true. You will invariably find that the successful sales-

man carries an orderly, inviting sample case or portfolio. You will also find that salesmen who are just getting by, the great mill run of men who complain about their poor breaks and bad luck, usually neglect their sample cases.

While the goods on display in your show windows may not alone make for success, they play a most important part in that success. They advertise what is behind the window; they cause the passer-by to pause and consider, and bring him across the threshold of skepticism into your show-room of opportunity.

## IX—Personality

HORTLY after Great
Britain entered the
World War an energetic
American boarded the

Olympic in New York and went direct to the British War Office in London.

This American wanted to sell the British government some submarines. With characteristic directness he presented his story to Lord Kitchener. Kitchener was glad to listen to Charles M. Schwab, because Schwab knew what he was talking about. He knew that the Bethlehem Steel Company would make deliveries,

because there was something in the way Schwab said they could, that made Kitchener believe it. Schwab cabled back the specifications for one of the biggest orders that any business corporation has ever taken in the history of the world.

Personality and the courage to talk to Lord Kitchener without any hemming and hawing got that order. The same personality enabled Schwab to increase the production of the men in his ship-yards so that he could make good on his promise. And the same personality enabled him to build up a business that is now second only to the United States Steel Corporation. And the other day at the banquet of the American Steel

Institute, when Judge Gary asked those present whom they wanted to hear, a great shout went up, "Schwab! Charlie Schwab."

It is doubtful if any force in business counts for more than personality. Personality makes people want to go out of their way to help you just because it is you. Personality makes them glad to see you when you call. Personality makes them listen sympathetically to your story, instead of being cold and skeptical. Personality makes the little business grow into a big business; it makes the man of average ability a topnotcher: it makes life more worth while because it fills it to over-flowing with good friends.

No matter what course your life's work may take you need personality, and nowhere will you find such an opportunity to develop a winning personality than you have in our business—the business of being a salesman. For let it be noted that this dynamic, magnetic something that draws men to you is not sucked from your mother's breast, but is forged on the anvil of life.

Fortunately for the salesman his work brings him in continual contact with his fellow men. He does not have to spend his days in silent communion with himself. Every hour brings him a new opportunity to make new friends. Every day gives him a dozen opportunities to do good.

With such an opportunity no man in the business of selling need lack personality, for in his hands he holds the tools with which to shape personality. All he needs to do is to watch his health. for good health is the first essential of attracting others to you. A healthy body nourishes an unselfish mind. You cannot expect people to like you if you are continually boring them with your personal ails. You cannot take an interest in other people if all your interest is centered in your own poor health. So watch your diet and your habits. Keep yourself fit.

Then be ever on the lookout to do others a good turn, not with the thought of placing them under obligation, but for the sheer delight in helping others. School yourself to be thoughtful. Overlook no opportunity to send a ray of sunshine into the hearts of those with whom you contact. Let no day go by without being able to say at its close that you have done somebody a good turn that day. Live and practice the golden rule.

Be honest with yourself and honest with others, not because honesty is the second great fundamental upon which all business success depends, but for the sheer satisfaction of being true to yourself.

It is not enough to be honest in big things. You must be honest in all things. You must be fair at all times. You must be square even when it might be to your financial advantage to bend a bit. Strive to conduct yourself so that people will say of you: "He is a square shooter." That reputation nobody can take away from you. Once you have it you would not change it for all the money in the Bank of England.

Seek always to win and hold the respect of your fellow men. Being liked is all very well, but it does not go far enough. You want also to be respected and looked up to. And there is only one way that you can make others respect you, and that is to respect yourself. In other words, live each day so that you have nothing to conceal. Never do anything you will be ashamed of, even

though nobody may ever know you did it. "What will people say" doesn't matter nearly so much as what you think of yourself.

And last, but by no means least, cultivate the habit of speaking with people rather than at people. Shut out from your mind all notions of false superiority. If you have had a college education forget it when you are talking with a man who has only had an elementary school education. Remember that however much you may know about something the man you are talking with may know a lot more than you do about other things. Talk up to people, rather than down to people. Be yourself.

### X—The Future



NE hundred and fifty years ago Benjamin Franklin met Thomas Payne in London and

urged him to seek his fortune in America—the land of opportunity; the land where men were judged for what they are and not for what their forefathers were; the land of tomorrow.

Fifty years ago Horace Greeley urged the young men of the East to "Go West" and seek certain success beyond the Ohio River. If Benjamin Franklin and Horace Greeley were living today, and were advising the young men of this generation in fortune seeking, they would say together: "Go Into the Business of Selling."

For great as were the opportunities that Franklin saw in the young republic across the sea; great as were the opportunities that Greeley saw beyond the Ohio; they were as nothing compared to the opportunities that today belong to the man who is willing to work in the business of being a salesman!

The great rewards of yesterday went to those men in industry who made things. Hill, Carnegie, the Duponts, Schwab, Ford, Swift and Leverhulme are just a few names that come to mind of men who succeeded in a big way because they found ways and means of making things better and cheaper.

These makers of things have done their work well. They have invented machines to take the place of hands. They have perfected methods of production that have cut costs in two. They have built and equipped factories which have nearly doubled the productive capacity of this country. They have carried the specialization of labor to such a fine point that American industry finds itself today able to produce more than it can sell, and men are saying: "Anyone can make a thing, but it requires a salesman to sell it."

This awakening of industry has expressed itself in many significant ways. Most important we find that big business is putting salesmen in control. A few years back it was unusual indeed to fill the highest offices with men who started as salesmen, and who reached the top through the sales department. Today this is common practice. The maker of markets has replaced the maker of things as presidential timber.

That this condition will continue is certain. In a country where capital abounds, and where savings seek home investment, it is logical to assume that the next fifty years will be a period of expanding plant facilities. As new labor saving methods of manufacture are in-

vented or devised, labor will be released for new productive work. This labor must, and will be, kept employed. The country is indelibly committed to the policy of wealth distribution. As wealth distributes itself more evenly, new demands will be created. There is nothing on the immediate horizon to indicate any sustained curtailment of production, but on the contrary the signs point to a continued increase of production.

So we say again, a tremendous opportunity belongs to those whose good fortune it is to be in the selling and marketing end of business.

But it is not enough to say: "Here I am, now come and get me." The opportunity that we see for men who sell

things, will come only to those who have paid. This is no Florida land boom, no Klondike gold rush. It offers infinitely more than the Florida boom or the Klondike rush—it offers a permanent future, unbelievable rewards and unsurpassed opportunities for service, but you have to be willing to study and work.

# XI—The Great Danger



VERY business has competition. You have to expect it. But in the business of selling it is

easy to mistake your real competitors. For strangely enough they are not the flesh and blood salesmen of competitive houses with whom you match wits and contend for orders, but the bogies of fear, discontent, laziness, and indifference.

These competitors are all the more dangerous because they bore from within. They don't come out in the open and fight. They stalk about in the shadows waiting their opportunity. They steal away your time. They undermine your courage. They turn you against those that want to help you. They rear suspicion and distrust in place of loyalty and faith. In short, they do everything possible to undo all the good things you have done. They are the master rogues of all time; thieves that would strip you of your most prized possessions and then leave you by the roadside, prey for the vultures of old age.

So if you hope for a full measure of success in this business of being a salesman don't underestimate your competitors. Remember that they are different from any competition you have ever encountered before, for these competitors never sleep, never relax in their efforts, never acknowledge defeat. Indeed, they are most to be feared at the very moment you think they have been driven away.

In your business, as in all businesses, winning success is not easy, yet it is not hard for the man who sets himself to the task. But—holding success after we have it, is something else again. This is a job which will call forth the very best that is in us. The time is coming, and it is much closer than we like to admit, when old age will be upon us. As we build now, so shall we reap then. We are fortunate in being in a good

business—the best business in the world—let's manage it well. Let us go about our work with the full understanding that before we can take anything out we must put something in.

Salesmanship offers a good living to many men, but it offers the big opportunity only to those who are willing to pay the price in self-denial, study and hard work.











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